

14 DEC 1973

MEMORANDUM FOR: Assistant Executive Officer, OL

SUBJECT : Management by Objectives
(Critique of Current MBO Action Plan)

1. The following comments are offered concerning the SS/OL MBO action plan, as requested in Staff meetings of 6 and 13 December 1973:

(a) The sole reporting requirement levied upon SS/OL is the number of inspections of contractor facilities conducted each month, and our milestones are our success or failure to maintain an annual rate of inspections of 75%. (We scaled down from a target of 100% with the loss of one slot in '73). To date, we are overachieving our target by a comfortable margin.

(b) While these statistics do reflect perhaps the most easily measured, quantitative aspect of the Staff's work, I question whether other statistics, such as are reflected in our monthly report, (i.e. - number of clearances processed, granted and terminated) should not also be cranked in to present a more balanced picture of the work load which constitutes almost the full time occupation of three clerical employees.

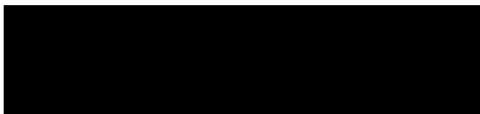
(c) There are, however, other aspects of the Staff's work which are not susceptible to graphic, numerical presentation - and sometimes unrelated to the Industrial Security program - but which contribute to the security posture of OL. These range from employee security/personnel problems, cover situations, clearance problems, physical security problems - all of which are handled as they arise, with the inevitable ebb and flow of activity this entails. These

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activities are significant, but I see no way of reporting them under the current format, nor, am I sure that they meet the DD/M&S criteria for reportable objectives except in the broadest generality.

2. The above reflects no dissatisfaction with the current format if that is all that Agency management requires. In its present form, however, it presents a woefully one sided and unnecessarily quantitatively weighted picture of an activity which is far broader in scope and varied in nature than the monthly inspection figures would lead the uninitiated reader to guess.

3. What I am saying is that MBO is eminently applicable to a production line; there appears to be no elasticity in the concept to insert qualitative reporting of activities which are either "one shot" in nature (regardless of their significance) or so varied that they defy statistical reduction.


Chief, Security Staff, OL

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Chief, Security Staff, OL
916 Ames Building

EXTENSION

2817

NO.

DATE 14 December 1973

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. AEO/OL
1202 Ames

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12/14

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